



San Francisco Adult Probation Department

Fiscal Year 2010-2011 Annual Report

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WENDY S. STILL
Chief Adult Probation Officer

Protecting the Community, Serving Justice and Changing Lives

The Honorable Katherine Feinstein
Presiding Judge, San Francisco Superior Court

The Honorable Edwin M. Lee
Mayor, City of San Francisco

In my first full year as the Chief Adult Probation for the City and County of San Francisco I am pleased to offer the Department's 2010-11 annual report. This report discusses the Department's operations and highlights accomplishments achieved during the fiscal year. Advancing the Department's mission of "Protecting the Community, Serving Justice, Changing Lives", through collaboration with stakeholders and agency partners, and developing a highly competent workforce is my primary focus. Commitment to these key strategies is central to the Department fulfilling its public safety responsibilities.

The Adult Probation Department has benefitted immensely from policy and fiscal support offered by the Courts, Mayor and Board of Supervisors. In addition to City general funds the Department has actively sought grant funding to support mission critical services. Combined, these revenue sources have allowed the Department to develop innovative programming and solidify operations in the following areas: Creation of the San Francisco Probation Alternative Court, a collaborative court model designed to increase success on probation and reduce prison commitments and participate and provide staff support to: the Community Justice Court – a collaborative restorative justice model which emphasizes coordinated case management to address the unique needs of homeless and mentally ill offenders and the Behavioral Health Court addresses a targeted population of higher risk probationers with diagnosed mental disorders requiring a mix of behavioral health services and pro-active supervision. Appropriately domestic violence offenders are managed through a single court docket allowing more intensive supervision and mandated treatment emphasizing victim safety and offender accountability. Finally, offenders with substance abuse issues may be involved in drug court and drug diversion programs focusing on accountability and behavior change through engagement in treatment and supervision.

The Department continues to expand its knowledge and application of evidence-based practices in community corrections. Implementation of the Correctional Offender Management Profiling and Alternative Sanctions (COMPAS) assessment tool is under way with full development of a robust case management system anticipated in FY 2012-13. An evidence-based presentence report was introduced in FY 2010-11, offering analysis and recommendations to assist the court in making dispositional decisions based on the COMPAS assessment. Use of assessment information will be expanded in the current fiscal year to include all high and medium risk offenders under the Department's supervision. A key element of this strategy involves development of a comprehensive case management plan (the Individual Treatment and Rehabilitation Plan) which serves to guide probation officer activities focusing on criminogenic risk/need factors utilizing interventions proven to reduce recidivism. Department staff are participating in professional development related to application of best practices – this includes enhancing skills in the areas of assessment, motivational interviewing and cognitive behavioral interventions, along with use of incentives and sanctions to promote behavioral change and increase intrinsic motivation.

Adult Probation designed and implemented a Learning Center program in partnership with the Sheriff's "Five Keys Charter School". This program offers high school diploma, GED, adult basic education and

access to post-secondary education and vocational training; all designed to improve success on probation and reduce recidivism. The Transitional Age Youth Project focuses efforts on 18-25 year olds involved in the probation system to address specific needs of and intervene effectively with this population at high risk of re-offense.

Looking ahead to FY 2011-12 and beyond attention is directed to successful implementation of what is perhaps the most historic transformation of California's public safety system – The Public Safety Realignment Act (AB109). The Department is actively engaged with agency partners to develop appropriate treatment and intervention programs as well as provide adequate levels of community supervision and interventions for the post release community supervision population. Additionally, Adult Probation has initiated examination of the female offender population with an eye toward developing gender-specific strategies aimed at addressing unique needs of female offenders, and to further expand family-focused supervision strategies to positively impact the phenomenon of intergenerational crime and incarceration. Implementation of an effective system of graduated sanctions in response to violation behavior, as well as incentives to reward positive behavioral change is also occurring; both are considered best practices in community corrections.

The professionalism and dedication of Adult Probation Department staff is admirable and indicative of their commitment to providing high quality and cost-effective services to the population we are charged with managing. Our collective efforts are greatly enhanced by the many partnerships established with system stakeholders and community providers. Together we can make a positive difference in the lives of offenders, be responsive to victims of crime, and enhance public safety.

Your support of the Adult Probation Department is greatly appreciated. I am committed to maintaining this support by achieving established performance measures and demonstrating integrity in Department operations.

Respectfully,



Wendy S. Still
Chief Adult Probation Officer



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MISSION & VISION

MISSION

"Protecting the Community, Serving Justice and Changing Lives"

VISION

The San Francisco Adult Probation Department achieves excellence in community corrections, public safety, and public service through the integration of evidence based practices, and a victim centered approach into our supervision strategies. We collaborate with Law Enforcement, Courts, Department of Public Health, victim organizations and community based organizations to provide a unique blend of enforcement, justice, and treatment. We are leaders in our profession, exemplifying the highest standards. We extend a continuum of integrated services to address our probationers' criminogenic needs and empower them to become productive law-abiding citizens.

VALUES: P.R.O.T.E.C.T. Our Community

Protect: We value protection of the residents of the City and County of San Francisco.

Respect: We value respect and personal wellness for ourselves, each other and all members of the community.

Opportunities: We value providing opportunities for offender rehabilitation, improved public safety, victim restoration, and maximizing officer and employee potential.

Teamwork: We value teamwork and cooperation through partnerships with all justice and community stakeholders.

Ethics: We value impartiality, accountability, diversity, professionalism and a strong work ethic.

Commitment: We value our commitment to Public Safety and Public Service.

Trust: We value the trust placed in us by the public we serve and perform our duties with integrity and possess the skills set unique to our profession through systemic integration of evidence-based principles.

EXECUTIVE SUMMARY

San Francisco Adult Probation remains committed to developing staff expertise in and applying "evidence-based practices" in our profession to improve client outcomes, reduce recidivism, reduce incarceration and break the intergenerational cycle of incarceration. Many of the highlights achieved in 2010 reference these practices, which is of paramount importance given the impact effective implementation of such practices has on improving outcomes for clients under APD's supervision, as well as reductions in recidivism and avoiding greater use of more expensive alternatives to supervision and programming, e.g. incarceration. Highlights of our efforts appear below.

- Implemented an evidence-based presentence report containing a COMPAS (Correctional Offender Management Profiling and Alternative Sanctions) risk/needs assessment and family impact statement, providing the Courts with more appropriate and effective sentencing recommendations. This was accomplished in conjunction with our participation in the California Risk Assessment Pilot Project (CalRAPP)
- Successfully hired 15 new Deputy Probation Officers allowing the agency to more adequately address supervision workload and increase client accountability. This also afforded the Department an opportunity to create more focused specialized supervision with Transitional Age Youth (ages 18-25), a Homeless Outreach Program, and participation in the Community Justice Court (one of many collaborative courts operating in San Francisco)
- Reduced overall population of people under probation supervision by 5.7% while increasing the percentage of people successfully completing probation by 14% and decreasing the percentage of clients failing supervision by 17%
- Reduced revocations and commitments to State prison by 22% in 2010, resulting in San Francisco receiving \$834,000 in program grant funding to expand evidence-based services for probationers under SB678
- Certified three additional Batterer Intervention Programs (BIP) for DV clients
- Established and formalized a process for the collection of fees from BIP providers for the first time
- Opened a satellite office in the Bayview District that is available to probationers residing in that District to increase accessibility
- Maintained and further developed specialized supervision in domestic violence, behavioral health, drug abatement and gang-involved cases
- Obtained and successfully renewed multiple grant funding options – drug elimination/zone strategy, gang reduction and intervention, DV specialized supervision, Probation Alternatives Court, and programming for incarcerated and formerly incarcerated women
- Prioritized staff involvement in multiple collaborative (problem solving) court programs including Probation Alternatives Court, Behavioral Health Court, DV Court, Drug Court and Community Justice Court – all have proven effective in reducing revocation to prison and the incidence of further criminal behavior
- Designed and implemented a Learning Center program in partnership with the Sheriff's "Five Keys Charter School" offering high school diploma, GED, adult basic education and access to post-secondary education and vocational training to APD clients
- The Department maintained compliance with the State Standards in Training for Corrections (STC) program by ensuring staff successfully complete the requisite hours of mandated training. The following training was offered to improve staff performance and client outcomes – Simplified Court Report Writing, COMPAS assessment and application, Motivational Interviewing and Coaching Circles for MI, Positive Confrontation: The Alternative to Force, Win-Win Communication, Solution-Focused Problem Solving, and Domestic Violence: Scope, Impact and Intervention
- Increased service referrals for clients under supervision by 47.7%, reducing the likelihood of re-offense
- Improved fiscal management practices, increased oversight of grants, offered more statistical reports related to agency outcomes, and provided thorough and timely responses to requests for fiscal information

INTRODUCTION & ORGANIZATIONAL OVERVIEW

The Adult Probation Department serves the City and County of San Francisco by supervising offenders placed on probation, providing thorough, timely, and accurate reports to assist the Superior Court in making appropriate sentencing decisions, and assisting victims of crimes by providing referrals to resources and information about victim rights.

Supervision of Adult Offenders Placed on Adult Probation

The Department is responsible for monitoring probationers and returning to Court those probationers who violate the terms and conditions of their sentence. This supervision is tailored to reflect the public safety risks posed by each probationer and is informed by nationally validated risk/needs assessments. The Department assists probationers with obtaining the resocialization skills needed to live crime-free and productive lives. Resocialization includes identifying the offenders' root problems and matching them with the right treatment programs at the right time. This strategy helps reduce/eliminate additional law violations.

Over the past two years, the Department has directed resources to staff training in evidence-based practices and development/revision of policies to reflect mission critical practice changes. A community supervision model emphasizing field-based probation, condition compliance checks, greater cooperation with community groups/providers, and implementation of investigative and case management practices that more effectively address the underlying "criminogenic" needs of probationers is being implemented.

At the end of Fiscal Year 2010-2011, there were 6,270 adults on probation in San Francisco, more than 80% of whom were on probation for a felony. By comparison, the national average is that 47% of adults on probation were sentenced to probation for a felony conviction. On average, San Francisco's probationers are more violent and have longer criminal histories than probationers supervised by many other counties. These high-risk probationers require active supervision in order to protect public safety.

Pre-Sentence Investigations for Superior Court

Penal Code Section 1203(b) requires that the Department prepare and submit written pre-sentence reports to the Superior Court for most individuals convicted of a felony. Per the Penal Code, these reports include "the circumstances surrounding the crime and the prior history and record of the person, which may be considered either in aggravation or mitigation of the punishment."

Pre-sentence reports require extensive investigations that include interviews with the defendant, a risk/needs assessment of the defendant, statements from victims, review of criminal history, calculation of restitution, calculation of credit for time already served in custody, and sentencing recommendations based on applicable laws and the officer's overall assessment of the defendant's risk, history, and needs. Probation officers also provide information to assist the Court in determining the eligibility and appropriateness of offenders for specific diversion programs and Court-ordered treatment programs.

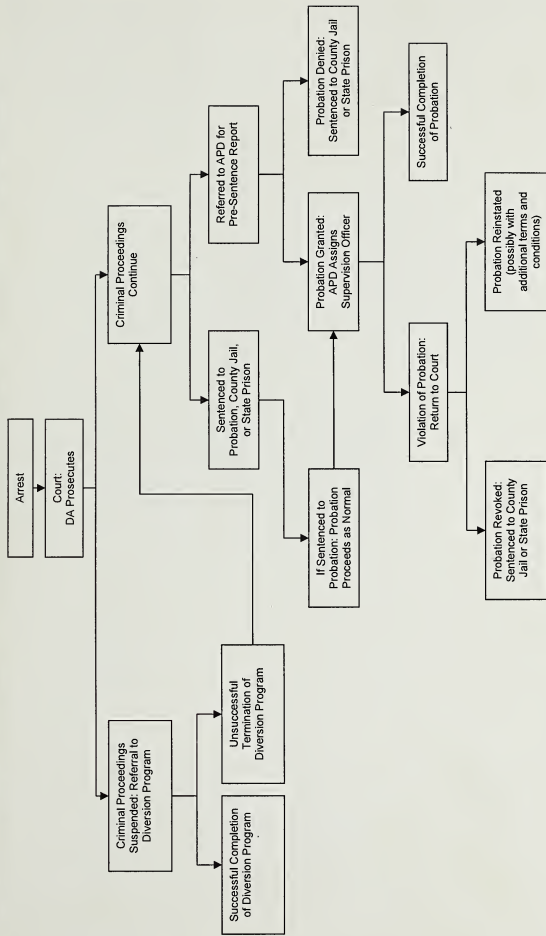
In June the Department initiated a new "evidence-based" presentence report containing defendant's risk/needs information and recommendations based on a standardized risk/assessment tool – the COMPAS (Correctional Offender Management and Profiling for Alternative Sanctions) – to assist the Courts with sentencing recommendations.

Information about Rights to Crime Victims

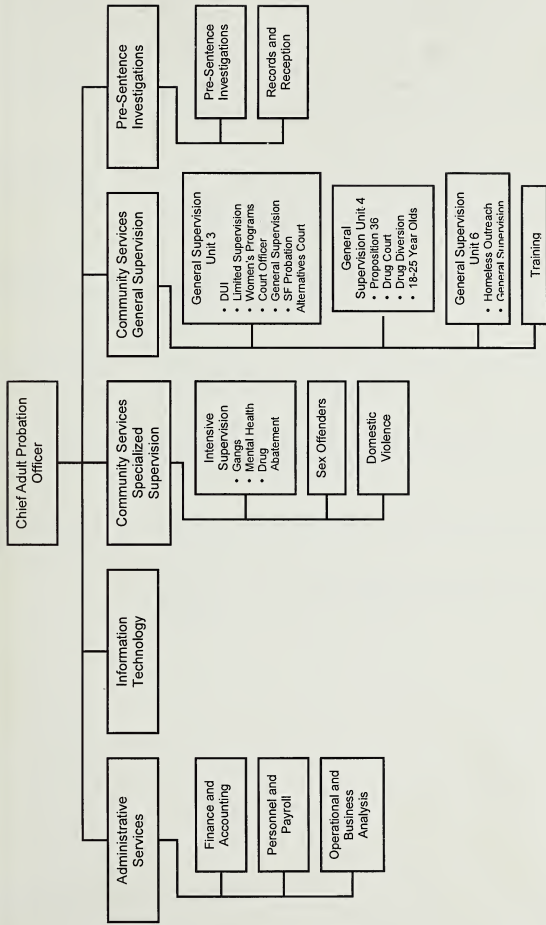
Anyone in the City and County of San Francisco may potentially become a victim of crime. Victims have a legal right to a direct, meaningful voice in identifying the harms done by an offender. Penal Code Section 1191.1 requires the Department to notify all victims of a crime prior to "all sentencing proceedings concerning the person who committed the crime." Victims are also generally permitted to make a statement to be included in the pre-sentence report. The Department in collaboration with the Courts and the District Attorney seeks to give victims their legal voice in the sentencing phase of the criminal justice system. Additionally, many victims rely on probation officers for information about the court process and the meaning of court orders that relate to them.

ADULT PROBATION DEPARTMENT'S ROLE IN THE CRIMINAL JUSTICE PROCESS

The following flowchart tracks a case from the time of arrest through the San Francisco criminal justice system and highlights the Adult Probation Department's role in pre-sentence investigations, community supervision, and the revocation process in the event of subsequent offenses.



ADULT PROBATION DEPARTMENT ORGANIZATIONAL STRUCTURE



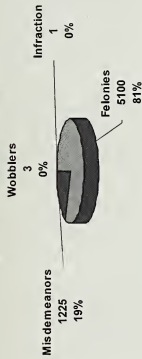
The following shows the programmatic and functional structure of the Department as of June 2011.

Division	Functions
CHIEF/CHIEF DEPUTY	Provides leadership and direction to the Department. Responsible for the oversight of Community Services, Pre-Sentence Investigations, Administrative Services, and Information Technology.
ADMINISTRATIVE SERVICES DIVISION	Provides Fiscal Management: Budget development and monitoring, financial reporting, and accounting. Personnel Services: All human resources functions, workplace safety, and payroll. Operational and Business Analysis: Statistical analysis, contract administration, purchasing, grant administration, and capital improvements.
INFORMATION TECHNOLOGY DIVISION	Maintain information technology infrastructure, maintain case management database, and integrate case management system with other public safety agencies.
COMMUNITY SERVICES SPECIALIZED DIVISION	Supervise adult probationers, monitor and enforce Court-ordered conditions of probation, and help probationers become successful and crime free members of the community.
COMMUNITY SERVICES GENERAL DIVISION	Supervise adult probationers, monitor and enforce Court-ordered conditions of probation, and help probationers become successful and crime free members of the community.
PRE-SENTENCE INVESTIGATIONS DIVISION (Including Support Staff)	Conduct pre-sentence investigations, provide pre-sentence reports as mandated by the Penal Code, inform victims of rights, and administer risk/needs assessments. Coordination of incoming and outgoing records, assist probationers who report to the Department, manage supply requests, and provide transcription services.

**ADULT PROBATION DEPARTMENT
ACTIVE PROBATIONERS SUMMARY FY 2010-11**

TOTAL ACTIVE PROBATIONERS as of 6/6/2011:	6329
Felonies	5100
Misdemeanors	1225
Wobblers	3
Infraction	1

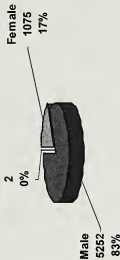
Total Active Probationers - Offense Type



Active Probationers as of 6/6/2011 - Gender

SEX_CODE	Total
Female	1075
Male	5252
Transgender	2
Grand Total	6329

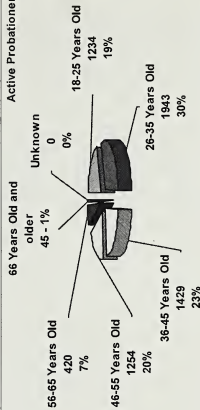
Active Probationers - Gender



Active Probationers as of 6/6/2011 - Age Group

Age Group	Total
18-25 Years Old	1234
26-35 Years Old	1943
36-45 Years Old	1429
46-55 Years Old	1254
56-65 Years Old	420
66 Years Old and older	49
Unknown	0
Grand Total	6329

Active Probationers - Age Group



ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division is dedicated to providing the Adult Probation Department with support overseeing the areas of Fiscal Management, Personnel Services, Grant and Contract Administration and Business Analysis.

Fiscal Management

The Administrative Services Division provides Fiscal Management to the Adult Probation Department. Fiscal Management includes budget development and monitoring, financial reporting to the Mayor's Office, Controller, BOS, and the State, review of labor and non labor expenditures and work order expenditures. Accounting includes general ledger, accounts payable and receivables, grants accounting and participating in internal and external audits.

Fiscal Year 2010-2011 Financial Statement

SOURCES

Charges for Service	232,111
Grants	1,011,381
General Fund	10,815,134
Total	12,058,626

USES

Labor	10,742,191
Non Personnel Services	426,205
Materials and Supplies	109,582
Capital Outlay	15,056
Services from Other Departments	765,592
Total	12,058,626

Chart 1: FY 2010-2011 Sources of Funds

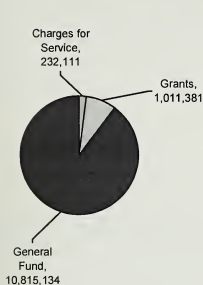
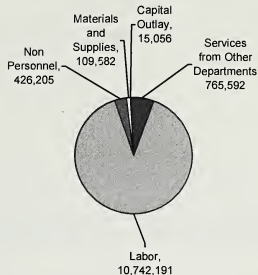


Chart 2: FY 2010-2011 Uses of Funds



2010-11 Personnel Services

Personnel Services performs all Human Resources functions consistent with San Francisco Civil Service Rules, San Francisco City and County Charter, the Administrative Code, and state and federal laws. Activities include recruitment, processing of newly hired, promoted or separated employees, maintenance of personnel records and reporting, assists in the resolution of disciplinary and grievance matters, ensures workplace safety, and processing of all personnel related transactions. Additionally, the Payroll Unit is responsible for processing all payroll transactions ensuring timely and accurate compensation to approximately 125 employees.

2010-11 Personnel Services Transactions

New Hires	35
Promotions	4
Retirements	3
Separations	8

Grant and Contract Administration

Grant Administration includes grant fiscal monitoring and reporting to County, Federal and State Agencies. Coordination of grant auditing, tracking of performance statistics and grant modifications. Contract Administration ensures Department compliance with citywide contracting guidelines. Monitoring and reporting of all Contract activities.

Business Analysis

Business Analysis provides support in the areas of statistical gathering and analysis for strategic planning, establishes best practices and development of office policies and procedures. This function also provides purchasing and capital improvements.

Major Accomplishments

Developed and submitted FY 2010-2011 Annual Budget
Secured Grant Funding for SFPAC (Reentry Court)
Secured Grant Funding for Domestic Violence (Violence Against Women Act)
Secured Grant Funding for Evidence Based Supervision Practices (SB678)
Established a Probation Aide Program
Filled 39 positions
Developed and Implemented a Purchasing and Accounting Procedures Manual
Filled Analyst and Accountant positions

Performance Measures

As required by Section 88 of the San Francisco Administrative Code, the Department has established performance measures and associated performance targets for the Administrative Services Division.

	2009-2010 Actual	2010-2011 Target	2010-2011 Actual
ADMINISTRATION AND DEPARTMENT-WIDE			
Increase collection of fines, fees and restitutions			
Amount of fines, fees and restitutions	\$225,445	\$230,000	\$232,111

Effective November 2007 the Courts assumed collections for the Adult Probation Department

Maximize staff effectiveness			
Percentage of available employees receiving performance appraisals	100%	100%	100%

All City employees have a current performance appraisal			
# of available employees for whom performance appraisals were scheduled	89	90	90
# of available employees for whom scheduled performance appraisals were completed	89	90	90

Goals

- Continue to Improve Fiscal Management and implement additional best practices for financial systems.
- Provide timely and thorough responses to information requests from the Mayor, Board of Supervisors, Controller's Office, Federal, State and various oversight agencies.
- Develop FY 2011-12 Budget that addresses budgetary deficiencies.
- Continue to seek and secure grant funding opportunities
- Ensure adherence to City Administrative and Financial Procedures
- Staff development and training
- Review and ensure adequate staffing and appropriate classifications within the Administrative Services Division

INFORMATION TECHNOLOGY DIVISION

Major Accomplishments of Information Technology Division

In Fiscal Year 2010-2011, the Department implemented COMPAS Risk and Need Assessment and automated pre-sentence reports data collection and report generation modules that enable the implementation of Evidence Based Probation Supervision.

The Department fully integrated APD's Community Justice Center (CJC) location to the Department's main system which increased the efficiency and productivity.

The Department implemented a data backup and recovery system to minimize disruptions to daily public safety activities in the event of disasters or outages.

The Department completed the infrastructure upgrade to meet Department of Justice requirements for Level 2/CLETS systems upgrade and successfully upgraded to Level 2/CLETS system.

The Department successfully implemented the Dragon Naturally Speaking Voice recognition software.

The Department is working on the development and phased implementation of completing a major information technology upgrade, which will accommodate the Departments growing technological needs.

Goals for Information Technology Division

- The Department has made substantial progress toward implementation of a modern information technology system. The Department continues to work with the JUSTIS Council on integration between information technology systems used by all criminal justice and public safety agencies in the City.
- The Department continues to work on implementation the California Department of Justice Supervised Release File, which will provide (statewide) law enforcement officers access to Department information regarding probationers and basic contact information for the supervising officer within the Department, as well as providing notification to Department officers of probationer arrests.
- The Department is in the process of implementing Electronic File Management System that will increase the Department's productivity and efficiency.
- The Department continues to strive toward implementing the appropriate and proven technologies to enhance the Department's productivity and efficiency in order to improve public safety.
- The Department continues to improve access to information and collaboration with other City departments in order to provide better public and officer safety.
- The Department collaborates with City public safety departments to establish frameworks and processes for inter-departmental IT projects and to ensure successful and timely projects.

COMMUNITY SERVICES SPECIALIZED SUPERVISION DIVISION

At the end of Fiscal Year 2010-2011, the Community Services Specialized Supervision Division supervised approximately 1,330 probationers on intensive supervision caseloads for sex offenders, domestic violence offenders, gang members, probationers with mental health needs, and probationers who have extensive substance abuse issues. As part of this supervision, the Division works on behalf of victims to enforce stay away orders and orders of victim restitution.

Sex Offender Unit

The Sex Offender Unit includes two Deputy Probation Officers and one Supervising Probation Officer, who supervise a total of approximately 155 probationers. The Sex Offender Unit utilizes the state-mandated STATIC 99R risk assessment tool designed to measure the risk to sexually reoffend posed by probationers with history of sex offenses.

The Sex Offender Unit works with the San Francisco Police Department and the California Department of Corrections and Rehabilitation to collaboratively address the public safety risks posed by sex offenders and to minimize that risk. The unit uses electronic monitoring with Global Positioning [satellite] System (GPS) functionality to monitor sex offenders designated as high risk based on the STATIC 99R assessment.

Intensive Services Unit

The Intensive Services Unit supervises high-risk probationers, who are affiliated with gangs, have identified mental health needs, and who have severe drug-related problems. These probationers are required to report to the Department frequently and officers conduct field visits to verify residence addresses, enforce stay away orders, and monitor compliance with terms and conditions of probation.

- At the end of Fiscal Year 2010-2011, three officers in the Intensive Supervision Unit supervised approximately 188 probationers who are affiliated with gangs in the Mission, Western Addition, and Bayview/Hunters Point neighborhoods. Each gang caseload is geographically based in order to facilitate intensive supervision and connection to the community. Gang officers work closely with other law enforcement agencies to supervise these probationers.
- At the end of Fiscal Year 2010-2011, two officers in the Intensive Supervision Unit supervised approximately 155 probationers who have serious identified mental health needs. The Department works closely with treatment providers, San Francisco's Behavioral Health Court, and other entities within the criminal justice system to provide extensive supervision and supportive services to probationers with mental health needs. Probation officers supervising these caseloads worked closely with Jail Psychiatric Services (JPS) and Citywide case management, and other community providers. One officer was assigned as the primary Court officer in Behavioral Health Court.
- At the end of Fiscal Year 2010-2011, three officers in the Intensive Supervision Unit supervised approximately 178 probationers who have extensive substance abuse issues. The Drug Abatement program provides intensive supervision to cases, by working closely with both law enforcement and treatment providers, and contacting probationers frequently both in the office and in the community. They have worked diligently to increase their referral to services for probationers to address their criminogenic needs.

Domestic Violence Units

At the end of Fiscal Year 2010-2011, the Department had one Domestic Violence Unit made up of one Supervising Probation Officer and 9 Deputy Probation Officers who supervise approximately 650 probationers with convictions for domestic violence. These probationers are required to attend a specialized orientation session and to complete a 52-week Batter Intervention Program.

The department was awarded funding during the fiscal year 2010-2011 from CalEMA through the Violence Against Women Act (VAWA) to maintain a specialized domestic violence caseload to intensively supervise a small caseload of probationers convicted of domestic violence crimes.

The caseload consists of one officer and two probation support aides to supervise 40 probationers convicted of domestic violence. All of the probationers reside in the Bay View Hunters' Point district, because 14% of the probationers convicted of domestic violence reside in that District. The caseload utilizes EBP to create a supervision model that is field supervision intensive, services focused, and victim centered.

During Fiscal Year 2010-2011, the orientation process and referral to Batter Intervention Programs were streamlined, thereby ensuring that probationers received their treatment referral on the same day as the orientation.

The Domestic Violence Unit and the Division Director work closely with the Department on the Status of Women, as well as with the Justice and Courage Oversight Panel, which coordinates the City's response to domestic violence and the support network available for victims of domestic violence. The Domestic Violence Units also work with the San Francisco Police Department to monitor and enforce stay away orders imposed to protect victims.

The Domestic Violence Unit shares a Court Officer who represents the Department at Superior Court proceedings for domestic violence probationers.

Learning Center

The Learning Center located within the San Francisco Adult Probation Department offers probationer's a unique educational program where they are able to work toward their General Education Diploma (GED) certificate, High School Diploma, or to improve basic academic skills. This program is unique due to the fact that it is rare for probation departments to offer such an opportunity. This is partnership between the San Francisco Sheriff's Department - 5 Keys Charter School and the District Attorney's Back on Track Program. 5 Keys is the first charter high school in the United States that is catered toward adult offenders that were incarcerated or on probation/parole.

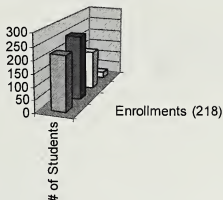
The Learning Center is open daily and offers a High School Diploma (HSD) course, a weekly GED Preparation Course, and a basic skills review course.

Every student regardless of how many units they have is required to take the Adult Basic Education (TABE) test before enrolling in classes. This helps to properly place each student into the correct course. Each student has his or her own academic goal and will work toward that goal in class and independent study. In the class, a computer based program called PLATO and 5 Keys Independent Study Program packets are used as the main curriculum. Each student is responsible for completing and turning in a certain amount of work weekly in order to get full credit for the class and to meet his or her academic goal. Students are expected to complete at least one Independent Study Packet (ISP) or the equivalent in PLATO each week. This is equal to one high school credit.

At the time that this report was prepared, twelve (12) students were signed up to take the California High School Exit Examination (CAHSEE), four (4) signed up to take the GED, and five (5) are very close to attaining their High School Diploma.

The Learning Center Statistics (9/2010 through 9/2011)

- Enrollments (218)
- Referrals from P.O.'s (253)
- Withdrawn Students (155)
- Students that Re-enrolled after being withdrawn (25)



Major Accomplishments of Community Services Specialized Supervision Division

Awarded CalEMA grant to develop a specialized domestic violence caseload in the Bayview District

The Learning Center opened at the department to provide probationers the opportunity to receive a high school diploma, GED, or gain literacy.

Certification of three new Batter Intervention Programs (BIP)'S: and collection of fees for the first time.

Engaging offenders in their community by establishing and operating a satellite office in the Bayview District.

Revised and expanded existing DV protocols to incorporate and update procedures with DV programs, increasing home and field contacts, and incorporating supervision of offenders using evidence-based probation supervision.

Community Supervision

Over the past year, the Department has expanded community supervision of adult probationers and community visibility of probation officers.

- Field supervision of probationers.
- Participation in community meetings at which officers and other Department staff participate in discussions of community-based violence prevention strategies.
- Conducted joint operations with local, state, and federal law enforcement agencies to serve outstanding bench warrants and conduct probation compliance checks on high-risk probationers.
- Provided community supervision at major community events.
- Enhance supervision of high risk offenders utilizing electronic monitoring with (GPS)

Performance Measures for Community Services Specialized Supervision Division

	2009-2010 Actual	2010-2011 Target	2010-2011 Actual
Goal: Provide protection to the community through supervision and provision of appropriate services to adult probationers			
Maximum established caseload size per probation officer in the domestic violence unit	77	72	80
Number of site visits made to batterer treatment programs	51	60	144
Number of batterer treatment programs certified or renewed by Department	7	7	8
Number of community meetings attended by probation staff (all Divisions)	159	150	407
Percentage of new domestic violence probationers attending domestic violence orientation	97%	100%	97%
Percentage of new probationers receiving intake (all Divisions)	58%	100%	82%
Number of probationers referred to treatment services (all Divisions)	1496	1500	2210
Number of cases successfully terminated (all Divisions)	1474	1100	1970
Number of visits to the Department (all Divisions)	16,299	13,400	16,263
Number of jurisdictional transfers initiated (all Divisions)	266	250	287

Goals for Community Services Specialized Supervision Division

The Division's primary goals for supervision are to reduce recidivism and to assist probationers to successfully complete probation and become productive members of the community. Progress toward these goals will improve safety in all communities within San Francisco.

Decrease recidivism by probationers

The Division is committed to protecting the community by making every effort to reduce crime committed by probationers. The Division is particularly focused on eliminating violent crimes and homicides committed by probationers. In order to reach this outcome, the Division is focusing on providing appropriate supervision:

- Increase office visits by probationers: The primary means of supervision used by the Department is scheduled visits by probationers to the Department. Resources permitting, the Department will increase the number of office visits scheduled for probationers. This will be based on assessed risk of violence and re-offenses. In addition to verifying compliance with terms and conditions of probation, office visits give probation officers the opportunity to evaluate the ongoing service needs of each probationer.
- Increase field supervision and joint operations with law enforcement agencies: The Division conducts probation compliance checks, verifies probationer addresses, and serves warrants during field operations that are frequently conducted in conjunction with law enforcement agencies. Joint operations with law enforcement agencies are especially critical for high-risk probationers on specialized caseloads such as domestic violence, sex offenders, gang members, drug dealers, and probationers with identified mental health problems. Field work gives probation officers key opportunities to network with the community, better assess the needs of probationers, and coordinate and utilize the services available in the community to meet the probationer needs.

Assist probationers to successfully complete probation

The Division is committed to helping probationers gain the tools and skills that will help them successfully complete probation, and reduce the risk of re-offense.

- Increase service referrals: Many probationers have severe unmet needs that may contribute to their criminal behavior. Probationers often lack job skills, are addicted to drugs or alcohol, are homeless, and have inadequate social skills. The Department refers probationers to appropriate programs and works with program staff to create individualized treatment plans.
- Increase verification that probationers comply with Court-ordered treatment referrals: Resources permitting, the Department will increase monitoring of compliance with treatment programs ordered by the Court. Common Court-ordered treatment programs include domestic violence batter intervention programs, substance abuse treatment, anger management, and vocational programs.
- Continue to support case management courts: The Division supports San Francisco's robust network of collaborative case management courts including Behavioral Health Court and the Domestic Violence Court.

COMMUNITY SERVICES GENERAL SUPERVISION DIVISION

At the end of Fiscal Year 2010-2011, the Community Services General Supervision Division was responsible for supervising approximately 5,100 probationers; approximately 1,800 on specialized caseloads (homeless probationers, 18-25 year olds, and probationers with offenses based in substance abuse), approximately 1,700 on general supervision, and another 1,600 assigned to limited supervision caseloads based on assessed risk level. As part of general supervision case management, the Division works on behalf of victims to enforce stay away orders and orders of victim restitution.

Homeless Outreach Program

The Homeless Outreach Program consists of 2 Deputy Probation Officers who provide direct community supervision for homeless probationers in the Tenderloin and South of Market neighborhoods. The officers routinely use bicycles or travel on foot to provide outreach to homeless probationers in the community. These officers regularly collaborate with community based organizations, the San Francisco Police Department, the San Francisco Homeless Outreach Team, and the San Francisco Fire Department to meet the needs of this homeless population that struggles with quality of life issues.

Prior to the creation of the Homeless Outreach Program, a large percentage of homeless probationers had a very poor record of reporting for scheduled visits to the Department. The Homeless Outreach Program has substantially increased probation reporting by homeless probationers and increased timely referral of these probationers to supportive services.

18-25 Year Old Program

The 18-25 Transitional Age Program consists of 7 officers who supervise approximately 480 probationers that are between the ages of 18-25. During Fiscal Year 2010-2011, the officers supervising these caseloads made 510 (referrals) based on a risk and needs assessment to supportive services for substance abuse treatment, job skills, and education. This is a model unit for the implementation of SB 678 in improving adult services by utilizing Evidence-Based Practices that include training staff in motivational interviewing, implementation of Compas risk and needs assessment, and the development of a rewards and response to behavior matrix and cognitive behavioral training.

Substance Abuse Prevention Programs

In Fiscal Year 2010-2011, the Department operated four programs to specifically address offenses based in substance abuse. These programs are supported by San Francisco's strong network of collaborative Courts, diversion programs, and supportive services.

Drug Diversion

Drug Diversion is a program that provides supportive services to first time drug offenders. Upon successful completion of the program, charges against the defendant are dismissed. Pursuant to Penal Code Section 1000.1(b), the Department is responsible for recommending to the Court whether candidates for Drug Diversion are suitable. At present, the Department has also assumed the responsibility of determining eligibility for participation in this program per Penal Code Section 1000(b). Two probation officers supervise Drug Diversion participants and monitor program compliance..

Drug Court

Two probation officers supervise individuals referred to San Francisco's Adult Drug Court, which is a collaborative effort between the Adult Probation Department, Department of Public Health, the Superior Court, the District Attorney and the Public Defender. The Drug Court provides monitoring and treatment services to defendants whose criminality is directly related to their substance abuse.

Proposition 36 (Substance Abuse Crime Prevention Act)

The Substance Abuse and Crime Prevention Act, also known as Proposition 36, was passed by California voters in 2000. Proposition 36 allows persons convicted of certain crimes the opportunity to receive substance abuse treatment instead of incarceration. The Department has provided monitoring and supervision of defendants participating in Proposition 36, providing status reports to the Court and referring defendants to the Department of Public Health Offender Treatment Program (OTP).

Funding for supervision of persons enrolled in Proposition 36 has not been included in the Department's Fiscal Year 2010-2011 budget. Nonetheless, the Department will continue to support this mandated responsibility.

Driving Under the Influence (DUI)

The Driving Under the Influence (DUI) Program supervises individuals on probation for offenses within the Vehicle Code relating to driving under the influence of alcohol or drugs. Probationers supervised by this program are referred to treatment providers and are given the opportunity to reactivate their driving privileges following completion of a treatment program and payment of fines and fees. The DUI Program supervises approximately 900 probationers in which 93% of the cases are on a misdemeanor grant of probation.

Court Officer

The Court Officer represents the Department at Superior Court proceedings in Department 22, where most of the probation violations are heard. This specialization increases operational efficiency by reducing the time officers spend in Court on probation matters. The Court Officer has been instrumental in assisting the Courts on probation matters and assisting the Department in developing training and policy updates when appropriate.

Community Justice Court (CJC)

The Adult Probation Department in partnership with the Superior Court, District Attorney's Office, Defense Counsel, Department of Public Health, Human Services Agency and various other city agencies and community groups is fully committed to assist the San Francisco Community Justice Center (CJC). This is a multi-disciplinary approach that uses a problem-solving justice model to focus primarily on the needs and risk of nonviolent offenders in the Tenderloin, South of Market, Union Square, and the Civic Center neighborhoods.

Probation Alternative Court

This is a collaborative court with a multi-agency (Courts, District Attorney, Public Defender and Adult Probation) approach that focuses on the needs of high risk, serious or violent probationers that normally would be facing a state prison commitment. These probationers are closely monitored by a probation officer and a social worker who utilize the COMPAS assessment to identify the criminogenic needs and connect the probationer to appropriate services with follow-up monitoring and intervention as necessary.

Training

Training: Pursuant to Title 15, Division 1, Chapter 1, Subchapter 1, Article 8, Section 318 of the California Code of Regulations, the Department was monitored for training standards compliance on August 24, 2011 for fiscal year 2010-2011 and was found in compliance with the Standards in Training for Corrections (STC) program

- The training Department has trained the Department, the Courts, the District Attorney's Office, Public Defender's Office and other City Departments on the California Risk Assessment Pilot Project (Cal RAPP).
- Also provided the Department training on the following:

- Simplified Court Report Writing
- Provided the Collaborative Courts with a COMPAS presentation and evidence-based practices training for sentencing decisions
- Motivational Interviewing
- Coaching Circles for Motivational Interviewing
- Positive Confrontation: The Alternative to Force
- Win-Win Communication
- Solution-Focused Problem Solving
- Domestic Violence: Scope, Impact and Intervention

The Department is also hosting National Institute of Corrections and Crime and Justice Institute Supervisor's Leadership Academy. This training is designed for first line supervisors working in agencies implementing evidence-based probation supervision. Participants include supervisors from the following counties: Tulare, Marin, Yolo, Santa Clara, Sonoma, Napa, San Joaquin, Alameda, as well as, supervisors from San Francisco Adult and Juvenile Probation Departments.

Supervisors in the Department also participated in the following workshops provided by the Department of Human Resources: Fundamental Supervisory Model, Coaching Performance, Progressive Discipline, Performance Appraisals, Performance Improvement Plan, among others.

Newly hired Department staff completed basic Probation Officer Core Training (179.5 hours) on April 8, 2011. Newly promoted supervisors completed Supervisor Core Training (80 hours) on March 25, 2011.

Major Accomplishments of Community Services General Supervision Division

Community Supervision

Over the past two years, the Department has expanded community supervision of adult probationers and community visibility of probation officers.

- Field supervision of probationers.
- Participation in community meetings at which officers and other Department staff participate in discussions of community-based violence prevention strategies.
- Provided community supervision at major community events including Halloween and Pink Saturday.

Specialized Caseloads

In Fiscal Year 2010-2011, with the hiring of new staff, the Department was able to shift staffing to the specialized caseloads within the Community Services General Supervision Division and provide focused supervision for homeless probationers, 18-25 Transitional Age Youth program, CJC and the Probation Alternative Court:

- Designated two caseloads to supervise homeless probationers in the Tenderloin and SOMA neighborhoods (officers assigned to these caseloads patrol on bicycles).
- Designated six caseloads to supervise probationers age 18-25.
- Two officers to provide supportive services to CJC.
- A designated caseload with an officer closely working with a social worker for intensive case management in a collaborative court model.

Performance Measures for Community Services General Supervision Division

	2009-2010 Actual	2010-2011 Target	2010-2011 Actual
Goal: Provide protection to the community through supervision and provision of appropriate services to adult probationers			
Number of cases under limited supervision	1840	1300	1695
Number of probationers age 18-25 referred to supportive services	193	193	396

Goal: Maximize staff effectiveness			
Percentage of eligible APD peace officer employees completing a minimum of 40 hours of mandated training	100%	100%	100%
Percentage of newly appointed peace officer managers who have completed mandatory training	100%	100%	100%

Goals for Community Services General Supervision Division

The Division's primary goal is to apply EBP supervision that focuses on the risk level and specific criminogenic needs driving offender recidivism. EBP will ensure effective strategies are employed to reduce recidivism and improve safety in all communities within San Francisco.

Decrease probationer recidivism

The Division is committed to protecting the community by making every effort to reduce crime committed by probationers. The Division is particularly focused on eliminating violent crimes and homicides committed by probationers. In order to reach this outcome, the Division is focusing on providing appropriate supervision based on assessed risk and needs of the offender population as reflected in supervision plans:

- Increase office visits by probationers: The primary means of supervision used by the Department is scheduled visits by probationers to the Department. Resources permitting, the Department will increase the number of office visits scheduled for probationers based on assessed risk level. In addition to verifying compliance with terms and conditions of probation, office visits give probation officers the opportunity to evaluate the ongoing service needs of each probationer.
- Increase field supervision and joint operations with other law enforcement agencies: The Division conducts probation checks, verifies probationer addresses, and serves warrants during field operations that are frequently conducted in conjunction with law enforcement agencies. These field operations are currently limited by lack of overtime funding, officer workload, and availability of vehicles. Field visits and joint operations with law enforcement agencies are especially critical for high-risk probationers on specialized caseloads, for homeless probationers and 18 to 25 year olds. Field work gives probation officers key opportunities to assess probationer needs, the public safety risk of individual probationers and verify compliance with conditions of probation. Consistent with Evidence Based Practices the Department is focused on engaging on-going support in the communities where probationers reside.
- Assist probationers to successfully complete probation: The Division is committed to helping probationers gain the tools and skills that will help them successfully complete probation.

- Increase service referrals: Many probationers have severe unmet needs that may contribute to their criminal behavior. Probationers often lack job skills, are addicted to drugs or alcohol, are homeless, and have inadequate social skills. The Department refers probationers to appropriate programs and works with program staff to create individualized treatment plans.
- Increase verification that probationers comply with Court-ordered treatment referrals: Resources permitting, the Department will increase monitoring of compliance with treatment programs ordered by the Court. Common Court-ordered treatment programs include substance abuse treatment, anger management, and vocational programs.
- Continue to support case management courts: The Division supports San Francisco's robust network of collaborative case management courts including the Drug Court.

Focus on core probation population

In order to provide appropriate supervision for medium to high-risk probationers and meet commitments to the Court, the Department is committed to finding ways to efficiently utilize existing operations.

- Provide opportunities for rewards and response to behavior matrix for probationers: The Department will develop a rewards and response to behavior matrix that will hold probationers accountable for their actions. This matrix will be applied consistently to reinforce positive behavior or for sanctions that are applied quickly and swiftly for anti-social behavior. Evidence Based Practices show that earned discharge can be used to provide an incentive for probationers to remain arrest free. The Department will work with other stakeholders in the development of a rewards and response to behavior matrix with supportive policies and training regarding its application to meet legal and departmental criteria. In addition to providing an incentive toward compliance and pro-social behavior, more consistent use of earned discharge will allow the Department to shift resources to those probationers who need more intensive supervision, based on assessed risk level.
- Increase efficiency of jurisdictional transfer process: Approximately 980 probationers supervised by the Department live outside the City and County of San Francisco. The Department has begun streamlining the process by which supervision of these probationers is transferred to their county of residence, and this process is primarily handled by the Community Services General Supervision Division.

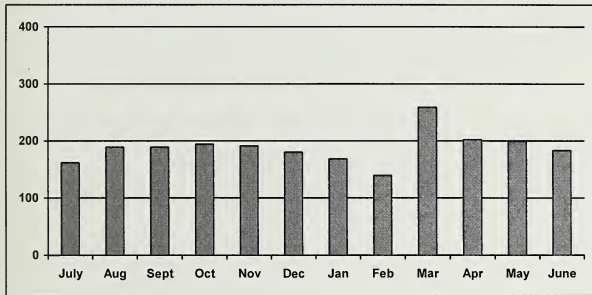
PRE-SENTENCE INVESTIGATIONS DIVISION

The principal responsibility of the Pre-Sentence Investigations Division is to prepare complete, accurate, objective, and timely reports for the San Francisco Superior Court. The Penal Code and the Welfare and Institutions Code require that the Department prepare investigation reports to guide the Court in decisions for adult defendants. The Court depends on the Department to provide investigative reports on criminal cases that include detailed information regarding the circumstances of the offense, background of the defendant, statements from victims and involved parties, and an analysis of aggravating/mitigating factors in felony cases. Officers also provide information to assist the Court in determining the eligibility and appropriateness of offenders for specific diversion programs.

At the end of Fiscal Year 2010-2011, the Pre-Sentence Investigation Division included 16 Deputy Probation Officers, three Supervising Probation Officers, and one Division Director.

For Fiscal Year 2010-2011, Deputy Probation Officers assigned to investigation functions conducted an average of 175 pre-sentence investigations per month.

Chart 3: Pre-Sentence Reports July 2010 – June 2011



Major Accomplishments of Pre-Sentence Investigations Division

Risk/Needs Assessments

Validated risk needs assessments are critical tools for community supervision, risk mitigation, and case planning to facilitate successful reentry. In Fiscal Year 2010-2011, the Department implemented the COMPAS validated risk/needs assessment to better identify public safety risks underlying service needs to help reduce recidivism by identifying criminogenic needs and applying evidence based practices. This assessment was incorporated into presentence reports in June 2011 as a means of better informing sentencing recommendations.

- The COMPAS risk/needs assessment tool was implemented in July 2011 for felony probationers. This assessment helps officers determine the Individual Treatment and Rehabilitation Plan (ITRP), appropriate levels of supervision, criminogenic needs as well as identifying underlying service needs.

Performance Measures for Pre-Sentence Investigations Division

	2009-2010 Actual	2010-2011 Target	2010-2011 Actual
Goal: Provide timely reports to guide the courts with rendering appropriate sentencing decisions			
Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	99%	100%	92%
Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	96%	100%	100%
Percentage of reports submitted to the Court prior to sentencing as defined in the Penal Code	0%	10%	12%

Goals and Objectives for Pre-Sentence Investigations Division

Deliver 100% of pre-sentence reports to the Court at least two days prior to sentencing

Per an agreement with the Court, all pre-sentence reports are due to the Court two days prior to the date on which the matter will be heard. State law requires pre-sentence reports be delivered to the Court five days prior to sentencing. However, due to limited resources, the Department has an agreement with the Court that reports be delivered at least two days prior to sentencing. Any further reductions in resource levels or staffing will further erode the Department's ability to prepare mandated pre-sentence reports. The Department will work with the Court to reduce workload and streamline the pre-sentence investigation process for some cases.

Continue report revision process and implement newly-designed report formats

In order to better serve the Court, the Department is in the process of substantially updating the report format for Supplemental Court Reports. The Department will continue this report format revision process and will work with the Court to implement the new report format. The Department expects these changes to streamline workflow, standardize the way information is presented in reports, and improve the consistency of sentencing recommendations.

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